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### EDUCATION ROLE IN CAPACITY BUILDING

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#### ABSTRACT

Education is the life process by the continuous development and reconstruction of experiences. It involves the capacity of all those abilities which will enable individuals to control environment, adjust him in that environment and fulfill his all responsibilities and possibilities. The purpose of education is to change the behavior of individuals and shape their personality in the desirable and acceptable manner. Education can spearhead the development of any country by building individuals' capacity. Generally capacity is that ability of person or organizations that is necessary to carry out the tasks and responsibilities to achieve predetermined preselected goals. Capacity building concerns with any set of actions of individuals, societies, communities and organizations to improve their abilities to perform tasks effectively and successfully in selected area. Education plays a vital role in the development, improvement and strengthening their capacity to keep the nation on the track of prosperous life. No one can deny the importance of education in the development of country and this development is not possible until and unless individuals, societies and organizations build their capacities to pull off nation's mission.

**Keywords:** Education, Capacity, Capacity Building, Individual Capacity Building, Institutional Capacity Building,

#### INTRODUCTION

History of capacity building starts from early 1960s to 1990s. In 1950-60s capacity building was concerned with institutional building. In 1960-70s, focus was changed to development management. In 1970-80s, more emphasis was on the development of private sector and in 1980-90s, it became entrenched within development organizations (Wubneh, 2003). During 1960-70s teaching methodology was gradually changed from training to workshops, teaching to sharing experiences, instructing to facilitating (Adam, *et al.*, 2007) and passive learning to active learning. According to Adam *et al.*, (2007), from 1980s to onwards, supporters changed their strategy and moved their attention from person to group and from groups to organizations. From 1990s the new idea of capacity building was emerged and accepted by organizations and now it takes the position of an approach to development. Now emphasis is on increase of knowledge, skills, abilities, capabilities and

competencies of individuals at different level to be more effective and efficient in their work. Now capacity building is considered as the compulsory part of development of organizations to achieve sustainability (Sessions, 1993). Capacity building is taking a popular place in many sectors i.e. human resource management, natural resource management etc.

So, it is not a new concept and its meaning depends on the context who, how, why and where it is launched or introduced.

**Capacity:** Generally capacity is the ability of countries to cope up with challenges by their manpower, resources, actions and organizations. Hussein (2006) argued that capacity is the general ability of individuals, communities or organizations to do their assigned responsibilities necessary to achieve predetermined goals. Baser and Morgan (2008) have the view that capacity is the collective ability and effort of organizations to achieve targets whether they are inside or outside the organization.

Capacity has two attributes. One is hard attribute e.g. personal ability, skills, resources, infrastructure structure etc. and the other one is soft attribute e.g.

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beliefs, motivation, self-concept etc. (Hunt, 2005). According to Stevens (2014), capacity is the related term of capabilities and competencies of individuals or organizations. Capabilities and competencies mean leadership and conceptual knowledge as well as skills and technical knowledge. Capacity is the building of organizations to achieve its targets effectively and maintain itself over a longer period of time (Linnell, 2003). Individuals, groups, communities or organizations' aptitude to formulate and implement developmental objectives on a sustainable basis (Milen, 2001) to attain predetermined and pre-selected goals is capacity.

From all above definitions, it is clear that capacity has several meanings, translations and interpretations. Different interpretations shows that its meanings depends upon who (the individuals, groups, communities, organizations) use it, in what conditions or situations they are using it (Enemark, 2003), for what purpose they apply and what and how they want to achieve?

**Capacity Building:** The capacity concept is very broad and comprehensive that includes building and development of capacity (Hilderbrand, 2014) said that capacity is the way or mean to complete a task or achieve objectives effectively. According to Kuhl (2009), capacity building is the way to build-up new capabilities. Generally capacity building is related to enhancement, improvement or strengthening of individuals or organizations' capacity to attain their goals (Lusthaus *et al.*, 1999). It increases the abilities of individuals at community level and resources at organization level to manage change (Couatts *et al.*, 2005) according to the demand of change. Capacity building focuses on the increase of abilities of any enterprise i.e. individuals, groups or associations etc. to do core tasks, solve immediate problems and deal current and developmental needs without any bias (UNESCO, 2006). It is the process in which people learn and share their experiences with one another (co-learning), supported by those people who have expertise in the concerned area (McKenzie, 2007).

Capacity building is not defined by the instruments involved in it, not people who are involved in it but through its targets and goals to enhance capacity of individuals and sustainability of institutions to improve their competence, problem-solving abilities (Low and Davenport, 2002), confidence and decision-making

power. It is a continuous process by which any person, society and organization improve their ability to identify the problem, formulate the strategy and meet developmental challenges. The purpose of capacity building is to develop and strengthen abilities, skills, positive and warm relationships and acceptable values that will enable persons, groups and organizations to improve their performance and achieve pre-selected objectives (UNEP, 2006) over time. Capacity building is the continuous and life-long process by which individuals, organizations (governmental and non-governmental) and society systematically stimulate, motivate and develop their abilities and skills to get socio-economic goals over time by the improvement of knowledge, competencies and systems within the socio-cultural environment (UNISDR, 2011). Capacity building is the process where people, society and organization as a whole identify, create, adapt, strengthen and maintain capacity for a long period of time (OECD/DAC, 2006) by effective use of available resources to achieve sustainability (GIZ, 2014). In capacity building, activities, strategies, models, approaches and methodologies are applied to help organizations and individuals for the improvement of their recital, generate benefits and achieve objectives (CIDA, 2014).

Capacity building is a continuous process of revolution and is about to manage transformations. A focusing area of capacity building is to what policies and investments work at its best level to improve the abilities, skills and knowledge of personnel who are directly involve in the developmental process (Capacity Development, 2014). Capacity building involves who are responsible for taking the decisions, how these decisions are made, where these decisions are applicable, who will be the manager, how services are delivered, how results are monitored, evaluated, disseminated and reported, who will be the beneficiary of all these tasks. At the end, it is about capable, competent and transformational states whose major function is to enable the resilient societies to achieve their own targets over time.

**Levels of Capacity Building:** Researches show that capacity building has three levels:

**Individual Level:** Individuals being the tissues of organizations and societies are the first layer of capacity. If societies or organizations want to transform and grow; they need skilled, knowledgeable, and experienced individuals. At this level, capacity building requires development and improvement of individuals to build

existing knowledge and skills. It also deals with the establishment of conditions in which individuals engage in learning and adapting process (Capacity Building, 2014).

At initial level, it includes demand-driven learning process; sharing and acquisition of knowledge and experiences; active participation in community's activities, in-service training, mentoring and other suitable learning techniques that empower and put the individual at central and active position (Capacity Development, 2014).

Individual level is also referred as human resources development. The major aims of capacity building at this level are to develop competent managers and decision-makers (Biswas, 1996), motivate people to develop positive and constructive attitudes and progressive approaches to improve their organizations (Photakoun, 2010), develop leadership qualities; improve the training and facilitation; and advocacy, technical and management skills (Adhikari *et al.*, 2007).

Capacity building at individual level covers all actions necessary to develop skilled, qualified and motivated staff from top to bottom in organizations, these actions are training and education; organization and management, staffing and creating the motivated environment within the organizations (Hamdy *et al.*, 1998).

**Institutional/Organizational Level:** It is the middle layer of capacity building. It consists of procedures; policies; rules and regulations; systems and culture. However, collective set of individuals' capacities or efforts ultimately translate into the organizational/institutional capacity (Capacity Development, 2014). It involves modernization of existing institutions and to support them to form sound policies, structures, effective management, methods and control revenue (Capacity Building, 2014). At this level capacity building may improve leadership, governance, mission and strategy, advocacy, management and administration, development and implementation of program, income generation, fund-raising, partnership, evaluation, policy making, marketing, planning and positioning (Linnell, 2003)

**Societal Level:** The last layer of capacity building is society. Mostly this level is neglected since many years. Traditionally, capacity building on individual and institutional level and this is common concept that after improvement of individuals, society will automatically

improve. But this is wrong notion. On one hand transformation and change at this level overhauls and at the same time is driven by those factors that affects individuals and organizations that actually make the society. On the other hand values, customs, traditions, laws and policies, systems and styles of governance and politics in the society are the elements that have direct influence on the individuals and organizations' ability to develop and nourish their capacity in future (Capacity Development, 2014). Capacity building at societal level involves the establishment of interactive, responsive and accountable public administration that learns from its own actions and feedback from population (Capacity Building, 2014).

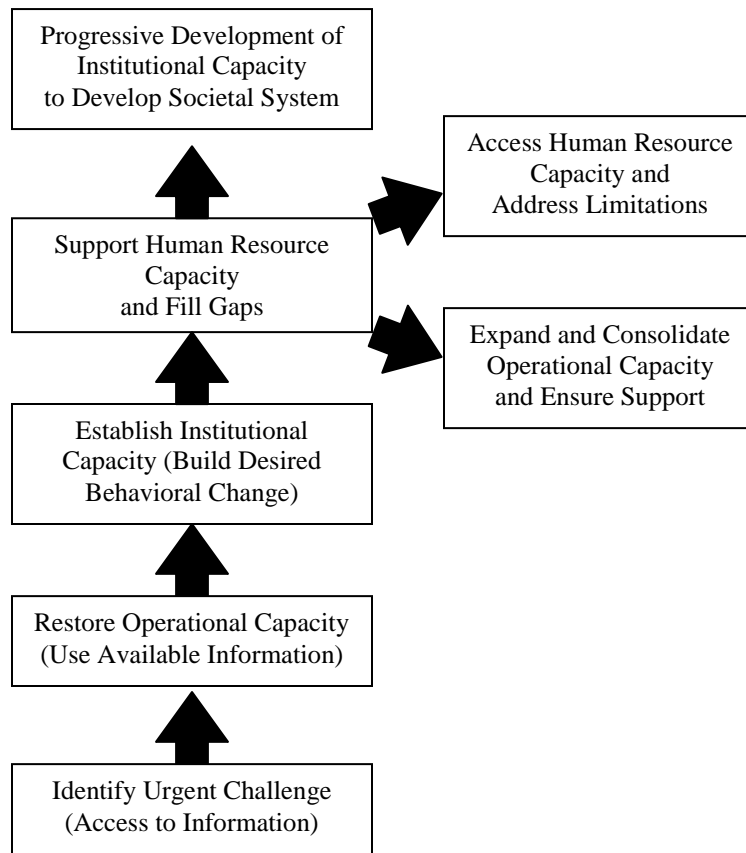
These levels of capacity building are equally important and strictly well-knitted and interdependent. If there is any interventions or disturbance on any level, the other level will disturb automatically and their working will be affected e.g. a well-functioning and successful school system depends on professional, skilled and experienced teachers, principals and subject specialist-an individual level; it also requires good procedures, curriculum, strong teaching methodologies, discipline, rules and regulations-institutional level; finally it needs to address societal issues that need to be focus immediately i.e. value system, citizenry responsibility etc-societal level. A system which has good teachers but is embedded in that society where people do not know its importance; is not an effective one. On the other hand, if society demand good teachers and skilled teachers are not present then society will not improve and move towards success. Educational stakeholders recognize that translation of society in a positive way will only be possible by the enhancement of capacity of educators to apply innovative and research based program about changing circumstances (Williamson, 2014)

**Education Role in Capacity Building:** Capacity building is the continuous process to improve individuals, organizations and institutions, not a one-time experience. Specifically it is an internal process which can be improved or accelerated by external assistance. The emphasized area of capacity building is to deal "what is or exists", not ought to be. Its concerned areas are to utilize and strengthen existing capacities. However, radical and extensive changes may be required according to the need and changing circumstances. Capacity building not only deals with the improvement of performance but also in fostering the satisfaction of

job and self- confidence. An important aspect of capacity building is to build capacity to cope with new and challenging tasks of change (World Health Organization, 2001).

Education is helpful to identify the urgent needs or challenges that the whole society is facing. After the proper information about its access, operational capacity will restore. It means now manpower is able to utilize the available information. Institutional capacity will be established on the desired behavioral changes. The next

step that education follow is to support human resource capacity and fill gaps by assessing human resource capacity and addresses its limitations on one hand and expanding and consolidation operational capacity and finally ensure support from all on the other hand. Lastly, progressive development of institutional capacity is done to develop positive and accepted societal system. The following is the graphic representation that how education works for the betterment of society.



Suggestive Strategies of Capacity Building  
(How Education Works for Capacity Building)

**CONCLUSIONS**

Capacity is the ability or innate disposition of a person or entity to be self-sustained. Capacities are developed from inner due to external knowledge. Capacity works on three levels i.e. individual, organizational/institutional and societal level. These three levels are interconnected in such a way that they are helping to one another for proper development and at last whole society will take benefit from them. It is very difficult to say that society’s development is based on either individuals, organizational or societal capacity

building. When these three entities run smoothly then society will be successful to achieve their goals. Education is only the way to improve society. Education builds the capacity among individuals and organizations which ultimately strengthen the society that is ultimate goal of any nation.

**RECOMMENDATIONS**

Following are the recommendations for building the concepts.

- There should be some conceptual framework for capacity building. Capacity cannot be built in

isolation. It works in society for welfare of human beings. So hierarchical order should be followed.

- Concept building should aim to educate individuals in their own areas e.g. capacity building for students, teachers, administrators, bureaucrats, politicians, farmers etc. Its aim should not be limited to only one area. Any area of society demands the capacity building. The only important aspect is to fix capability building in the concerned area.
- The hierarchy of concept building should be to access the available and required information; use this available information; enlist required changes of behavior; help to build human resource capacity with the help of appropriate access to human resource capacity and expand operational capacity by ensuring support; and develop sound societal system.
- Government should join hands with private sector to build and develop individual capacity to move the nation on developmental track. Government should give financial assistance to private enterprises for society welfare. If we want to move our country in smooth way then there is a requirement of close collaboration of government and non-government agencies.

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